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2 March 1977

MEMORANDUM FOR:

[REDACTED]

25X1

Director of Performance Evaluation  
and Improvement

FROM:

[REDACTED]

25X1

Chief, Production Assessment and  
Improvement Division

SUBJECT:

Draft Outline of PRM 11 (Task 2)

1. My reading of PRM 11 indicates the President is concerned with five major items:

- Intelligence programs and budgets
- Instruments for managing actual collection and production
- Control of covert actions
- The balance between effective intelligence and the proprieties (e.g., rights of citizens)
- Counterintelligence

2. Intelligence and the proprieties will be dealt with in Task 2; counterintelligence can be handled as a separate paper developed for Task 3. My revision of your Task 2 outline (attached) is oriented to the first two items. The DCI will surely wish to express himself on covert actions, presumably through a CIA/DDO paper prepared for Task 3.

3. You might organize the issues list for Admiral Turner around the topics of paragraph 1, above, rather than around the tasks of PRM 11.

[REDACTED]

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Attachment:  
Draft Outline

cc:

[REDACTED]

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PRM II - Part 2

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I. Introduction (per [ ] 1 March draft)

- Historical retrospect
- Relationship of management, structure and performance
- What the country seems to want out of intelligence management
- The need to balance DCI responsibilities and authorities

II. DCI Responsibilities and Authorities

- Head of CIA
  - Production
  - Covert actions
- President's Foreign Intelligence Advisor
  - Protection of sources and methods
  - Effective intelligence vs. proprieties
  - Congress (except on programs and budgets)
- Producer of National Intelligence
  - Apprehension of user needs
  - Timeliness and quality of products
- Manager of the Community
  - Collection
  - NFIP
  - Congress (re NFIP)

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III. Community Management Problems Affecting the Role of the DCI

A. Management of Intelligence Programs and Budgets

- Planning, programming, budgeting
- Intelligence-related activities and national-tactical issues
- Authority and responsibilities

B. Management of Collection, Processing, Production

- Determining consumer needs and priorities
- The Community planning system (DCI Perspectives, DCID 1/2, etc.)
- Requirements, tasking, operational controls
- Producing national intelligence
- Departmental product needs
- Net assessment
- I&W, crisis support, wartime functions
- Compartmentation
- Performance evaluation

IV. Adequacy of Existing Mechanisms

A. Mechanisms Under the Control of the DCI

- NFIB
- NIOs
- DCI Committees
- IC Staff
- CIA (production, clandestine collection, covert actions)

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B. Mechanisms Not Totally Under the Control of the DCI

- PRC (CFI)
- SSC (OAG)
- Discussion of alternative organizations to deal with the management issues
  - Status quo
  - More DCI line authority
  - Separate Community manager from CIA
  - Separate CIA production from other CIA activities

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NOTE TO: D/OPEI

SUBJECT: PRM-11

Suggest the following additions to your draft outline, page 2, list at top of page:

- Net assessments
- Security and counterintelligence
- Relationship of HUMINT and covert action



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